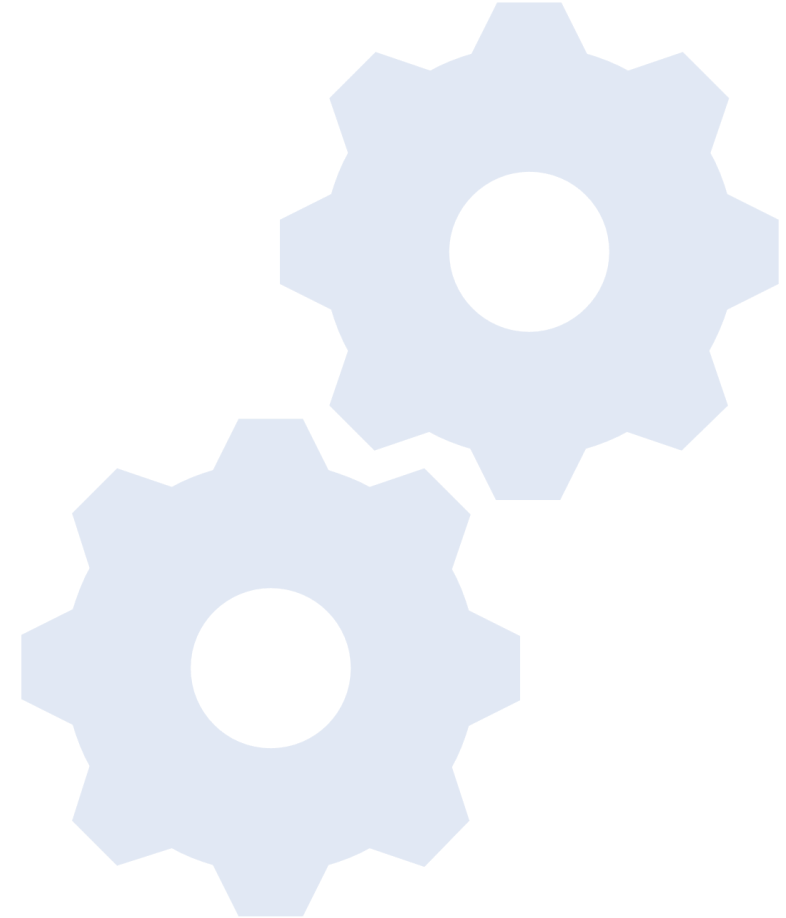


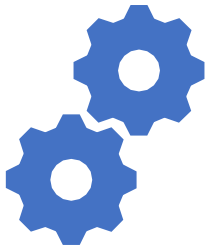
# Scaled Agile



David Beckham – Senior BA – Ex Aviva

Karen Lindley – Senior BA - Aviva

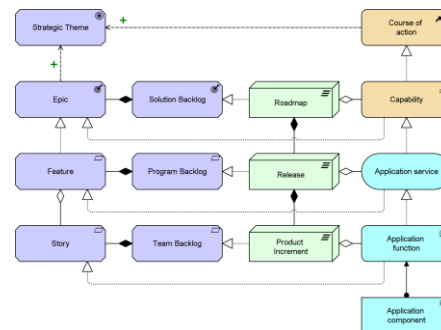
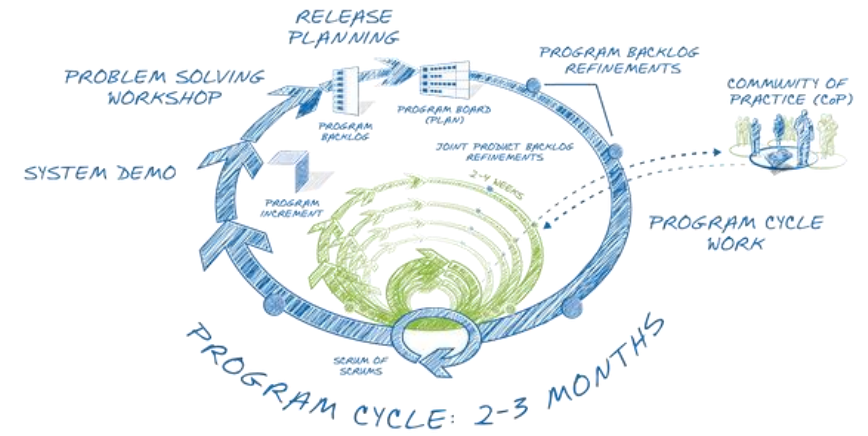
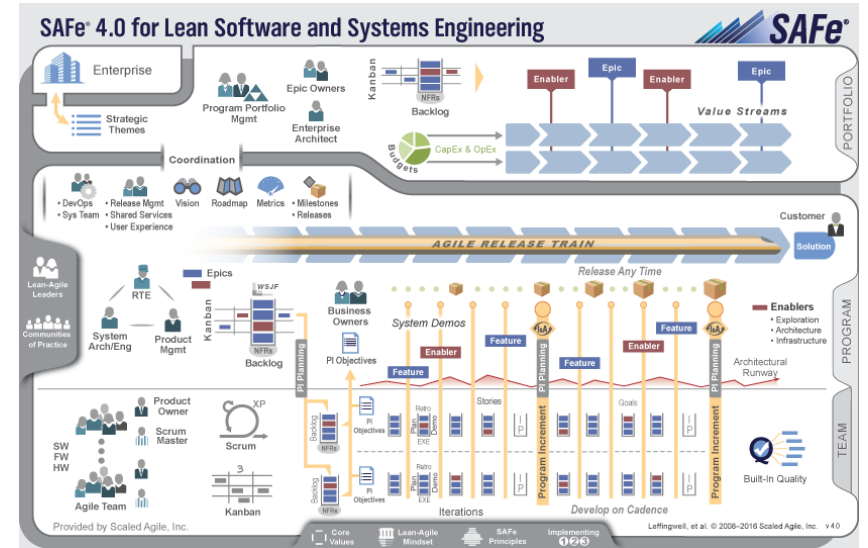
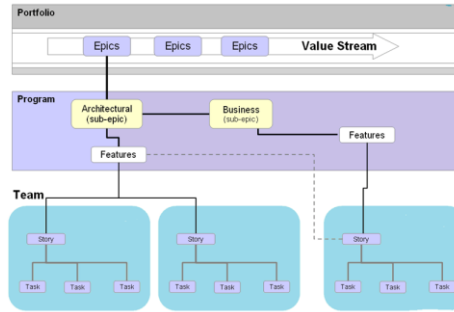
Zara Sheldrake - ARM



S



# There's an awful lot of it about...



It can be  
quite  
confusing

---





# This session will:

- Examine whether the BA Profession understands scaled agile
- Present two case studies
  - Aviva
  - ARM
- Develop discussion and wider understanding on the position in Scaled Agile



Story

Backlog

Retro

Epic

Lead  
BA

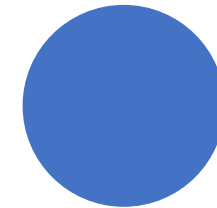
## Exercise - Build Your Own Scaled Agile Model

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### Within a Scaled Agile Model think about:

- Roles required / What the roles do
- Meetings / Communication
- Workflow etc...

Draw your Scaled Agile model on the flipchart paper provided



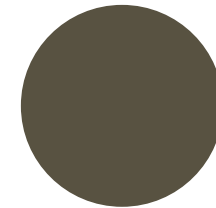
Aviva Connect is a large-scale programme which aims to incorporate functionality into one site from two existing websites which service broker and advisers.

Large scale, high value, high complexity



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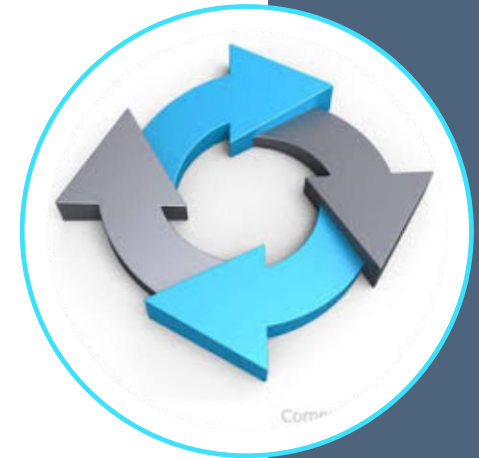
# Case study – Aviva Connect





# Process

- Initial analysis and Epic Mapping up front in 'Discovery' stage
- Multiple Scrum Teams under one NIT
- All teams share one backlog
- BA's allocated to Epics
- Planning, Demo's and Retro's at Nexus level



# BA Roles

• **Lead BA role**

Resourcing model

Combined backlog

• **BA role**

Sprint

Sprint

Sprint

Sprint

Sprint



# Pro's and Con's

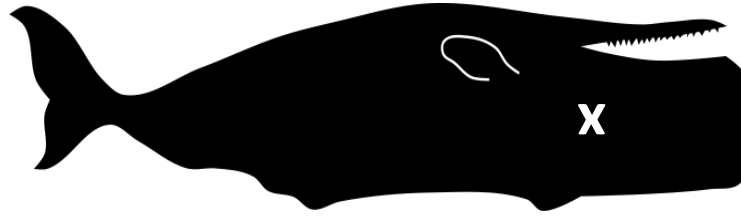
- Small teams autonomous
- Large team collaborative
- Able to react rapidly to change
- Communication is harder
- Documentation can be more important
- Additional meetings



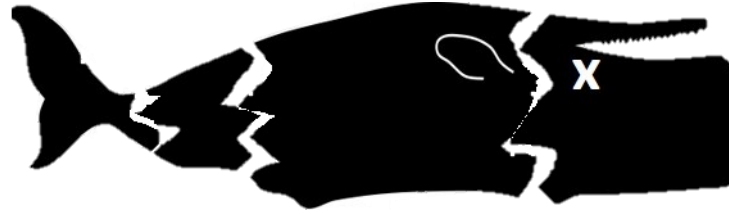


Whale Analogy  
or  
“Why ScAgile is like  
a dead whale”

Vision



**Vision**



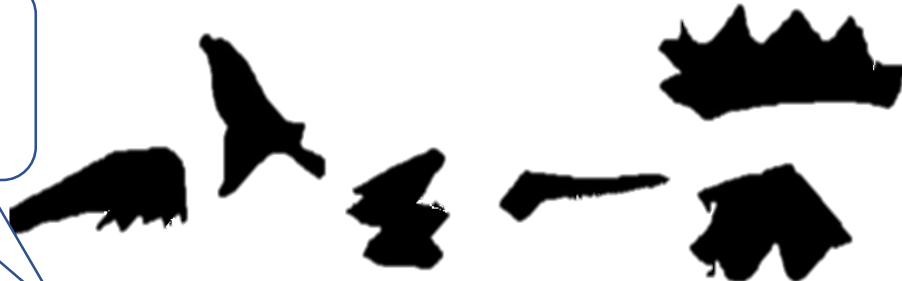
**Epics**



**Features**

Depth

Anyone know what this is?



Tastes all right to me...



**Stories**



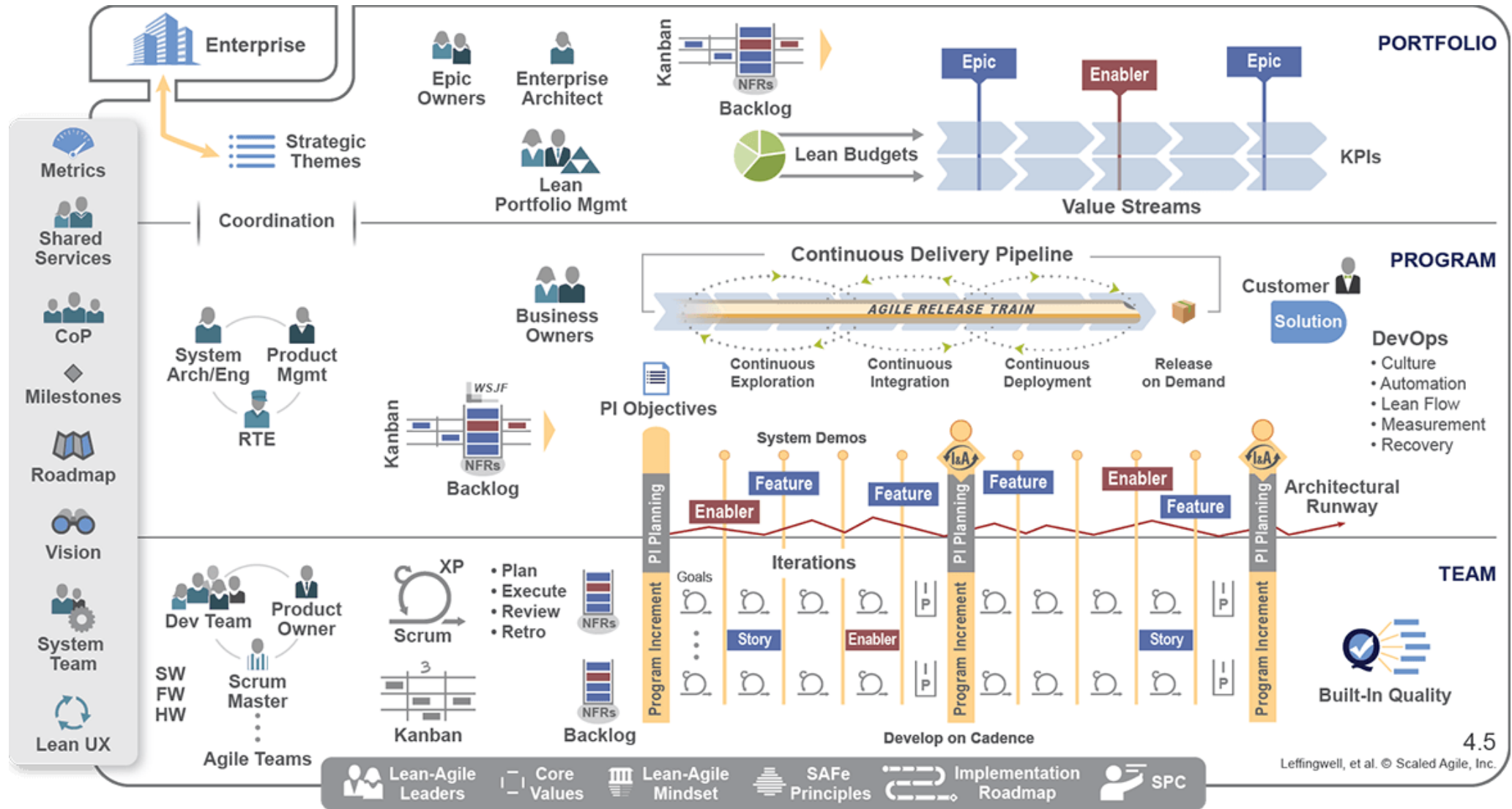
arm

# Scaled Agile in Arm IT

Case study for the BA Manager's Forum

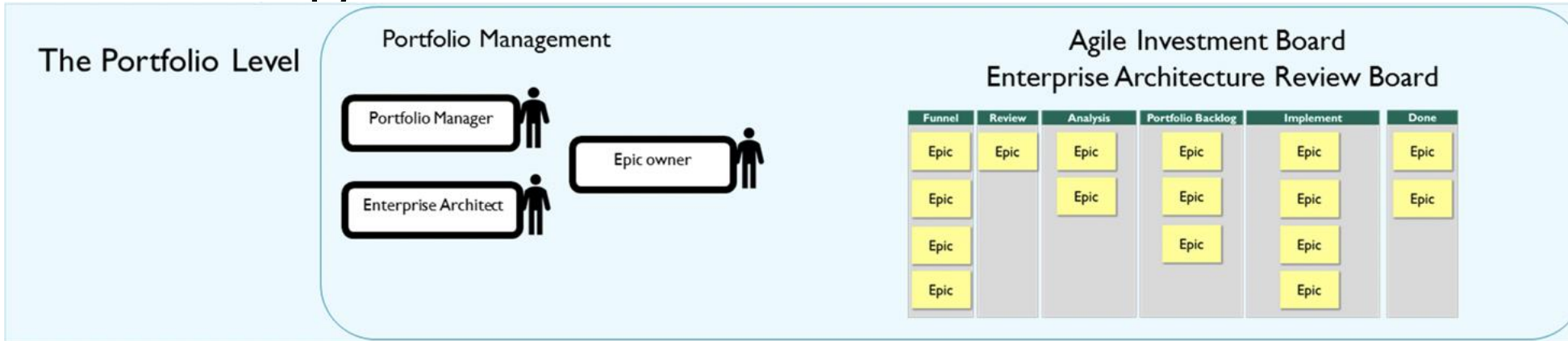
Zara Sheldrake  
November 2019

# Scaled Agile Framework (SAFe) Process



@Zara0\_o

# Scaled Agile at arm



Cadence

Initiatives

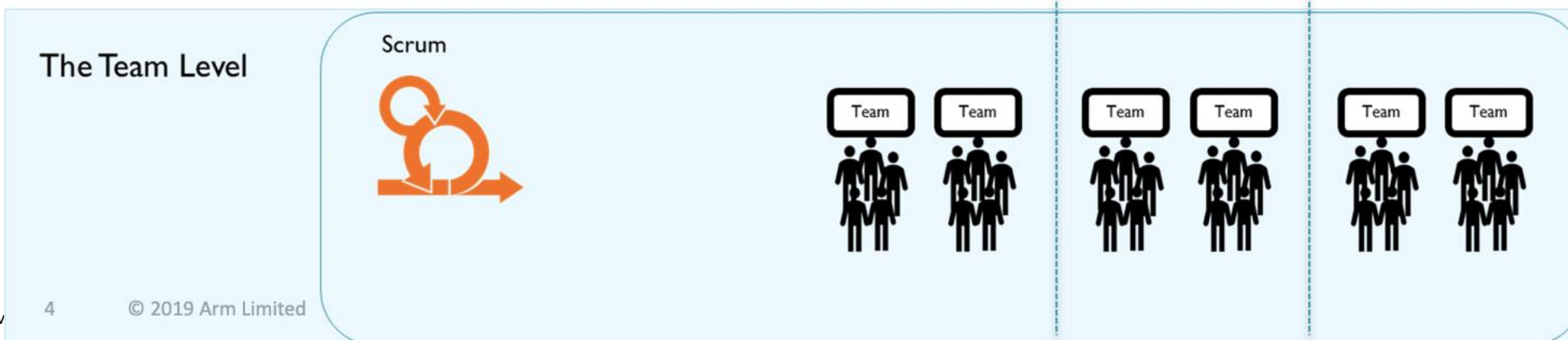
As required

Epics



Quarterly

Features



2-weeks

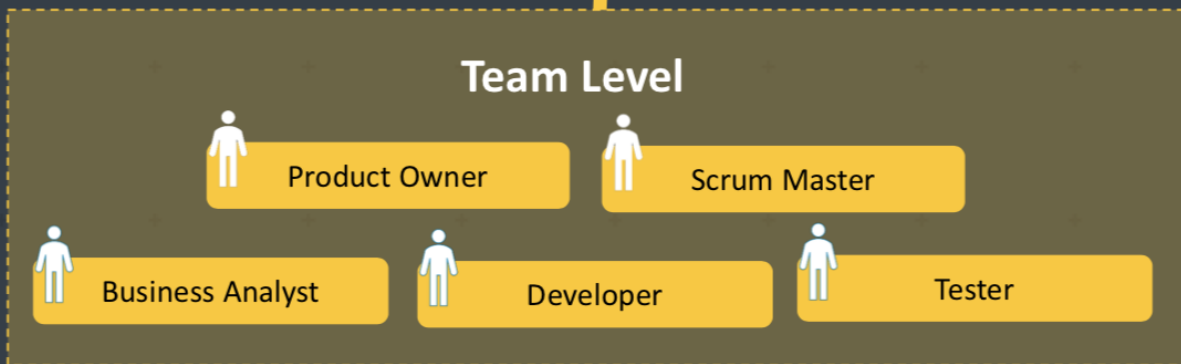
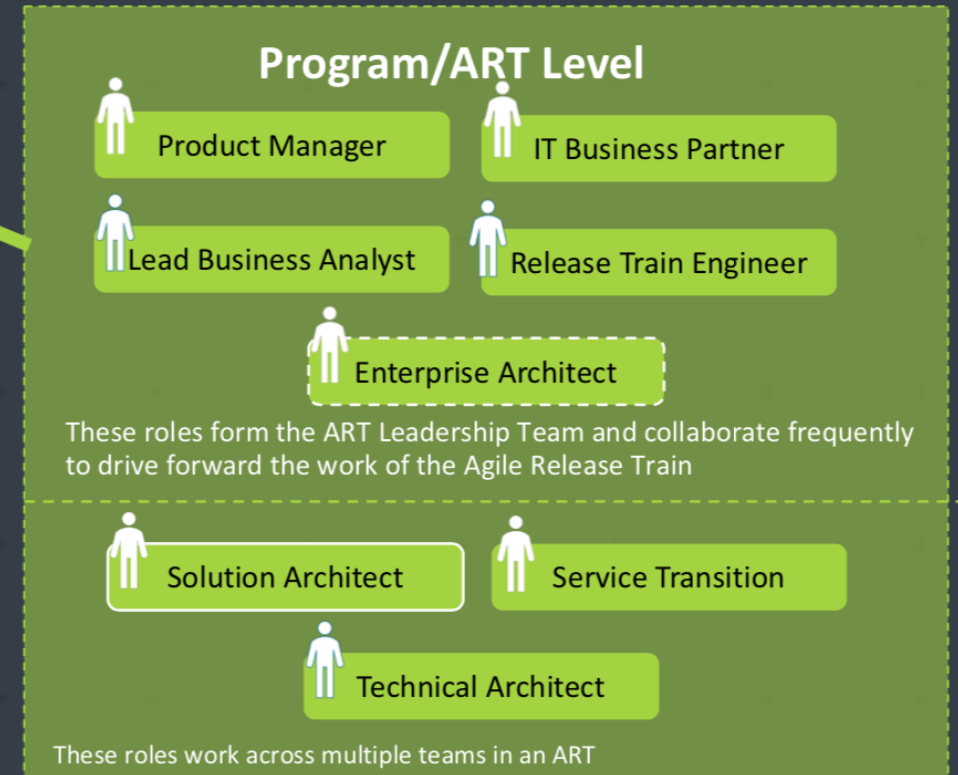
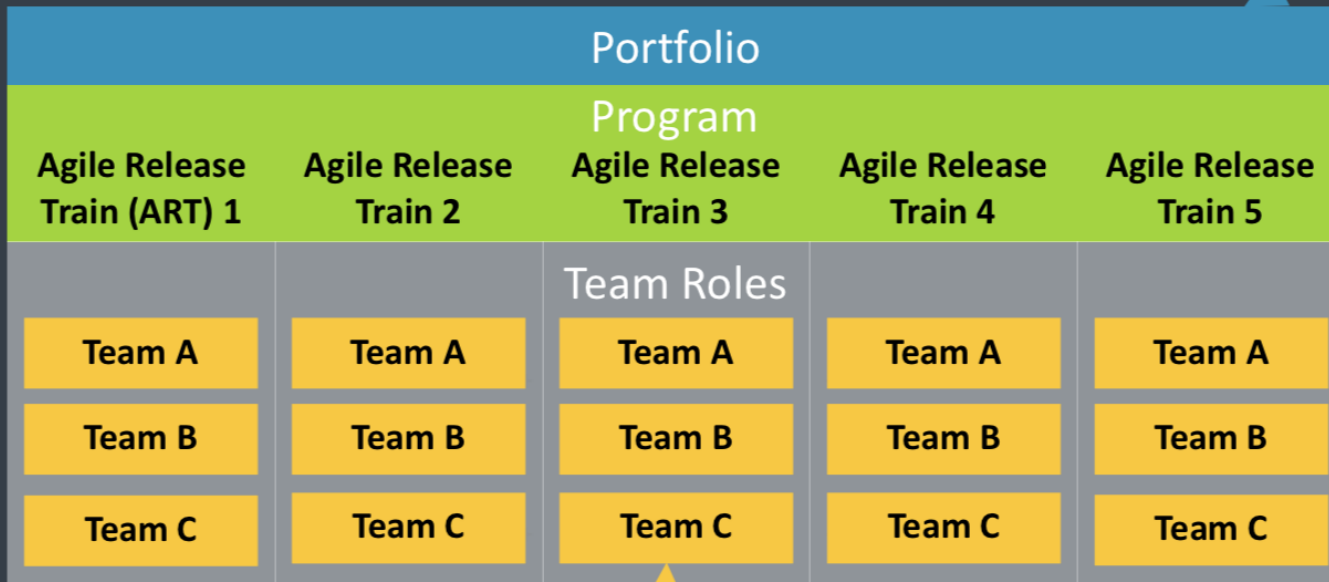
Stories



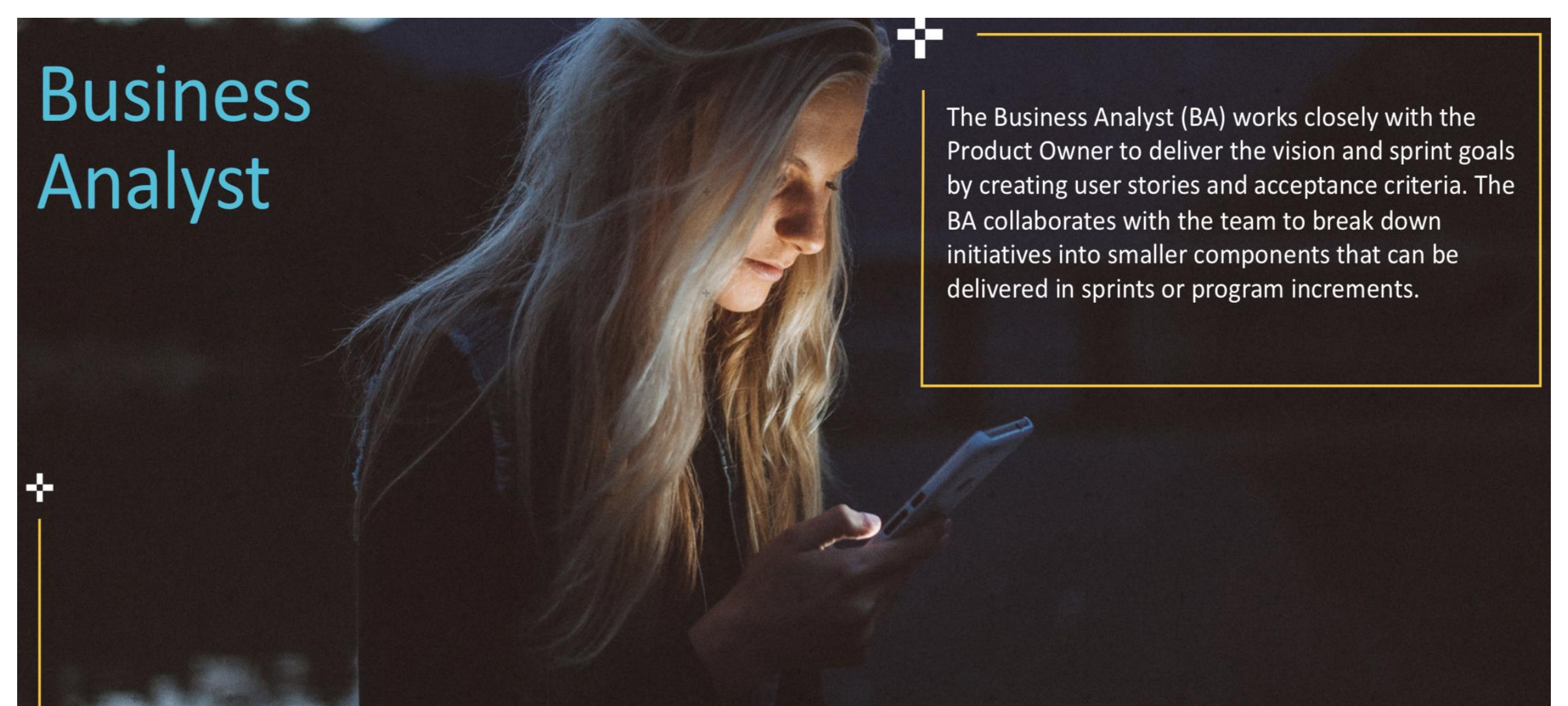


# Diagram of roles

This slide shows how the roles link together, in line with the Portfolio configuration of Scaled Agile Framework for Enterprises (SAFe). The Arm IT Agile roles are in line with the roles in SAFe and Scrum however, included are the roles we have in addition to this. Please click on each role to navigate to the description.



# Business Analyst

A woman with long blonde hair is shown in profile, looking down at a tablet device she is holding. The scene is dimly lit, with a soft light source from the left illuminating her face and hair. The background is dark and out of focus. There are decorative white crosshair symbols and a yellow vertical line on the left side of the image.

The Business Analyst (BA) works closely with the Product Owner to deliver the vision and sprint goals by creating user stories and acceptance criteria. The BA collaborates with the team to break down initiatives into smaller components that can be delivered in sprints or program increments.

## The BA Role

# Business Analyst

## Enables these outcomes:

- Iterative analysis of the problem, business need and dependencies for work underway and for upcoming sprints
- Analysis documentation including prototyping, wireframing, business process modelling and user personas
- Working collaboratively with the Product Owner to define and justify initiatives through business cases
- Breaking down initiatives into smaller components to define the MVP in a way that still provides value
- Eliciting and understanding requirements with the Product Owner and stakeholders
- Assisting the Product Owner in the prioritization of the backlog
- Creating and refining user stories and acceptance criteria, that are aligned to epics and the overall delivery of the product vision, with the Product Owner and the product team
- Performing an active role in sprint planning, daily stand-ups, sprint reviews and sprint retrospectives

## Might be heard saying:

*“You can have brilliant ideas, but if you can’t get them across, your ideas won’t get you anywhere” – Lee Lacocca*

## Excels at:

- Analysing and researching business and user needs for the product
- Analysing user stories and dependencies
- Ensuring user stories and acceptance criteria meet the definition of done
- Working across multiple products, supporting more complex initiatives.
- Overseeing products being delivered by other Business Analysts in an agile environment
- Writing user stories and acceptance criteria that are aligned to epics and the overall delivery of the product vision

# Lead Business Analyst

A Lead Business Analyst adds value to enterprise initiatives by translating and shaping strategic business themes and business opportunities into epics, and helps formulate the business case for portfolio investment and approval. They work with other analysts to solve problems, increase performance and encourage communication between departments. They oversee all business analyst activities within the portfolio and provide direction and guidance.

## The Lead BA Role

# Lead Business Analyst

## Enables these outcomes:

- A continuously improving, high-performing Agile Release Train that is guided by an agile servant leader / coach.
- Timely and efficient release of value through Agile Release Trains, enabled by Lean Agile knowledge and tools
- Effective management of inbound and outbound dependencies
- Resolution of risks and issues through effective management and monitoring. Escalation of impediments where necessary
- Agile delivery teams are fully resourced with the appropriate mix of experience and capability. Gaps are identified and actively managed (RTE supporting Product Managers/ Owners). Full financial year forecasts are managed and there is an on-going validation of actuals
- Program board, Epic and Feature Kanban boards are always up to date
- All relevant inputs are ready for PI (.g. visions, team backlogs), and supporting functions are fully engaged (e.g. service transition, security, legal, open API)
- PI planning outputs such as the ART Program board and SMART Objectives are visible and openly communicated with all stakeholders
- ART Meetings, such as Scrums of Scrums, Product Owner sync, and Demos of systems and solutions, are organized and facilitated
- Inspect and Adapt workshops run frequently to drive relentless improvement. Lessons learned are captured and acted upon in a appropriate timeframe
- Lean-Agile practices and the Agile mindset are well understood. Leaders, teams and Scrum Masters have coaching where needed to gain the agile mindset and confidence in the practice
- Agile Release Train has an action plan to continue its Agile learning journey

## Excels at:

- Operating effectively and openly in teams - sharing both knowledge and success with others
- Building strong and lasting relationships based on mutual trust
- Actively seeking out and encouraging alternative viewpoints and ideas
- Applying critical thinking and lean agile principles to select the best way forward
- Demonstrating a positive, can-do attitude and being receptive to feedback
- Influencing colleagues through persuasion
- Acting in the best interests of customers and partners
- Communicating high level concepts to senior stakeholders whilst also delving into details of complex changes as needed

## Might be heard saying:

*“Let us prioritise these features based on the business value it delivers and build and maintain good stakeholder relationships” – Yamini Nambiar*

# Observations



We've since added  
'agile projects'

We had the opportunity  
to answer the age old question  
'what do BAs do?'



BAs in the management  
team is a positive for strategy



The ARTs got too big  
and breaking out



Physical space design was  
just as important as process

arm

Thank You

Danke

Merci

谢谢

ありがとう

Gracias

Kiitos

감사합니다

धन्यवाद

شكرًا

תודה

SWOT

# SWOT ANALYSIS

INTERNAL FACTORS

Strengths

Weaknesses



Opportunities

Threats

EXTERNAL FACTORS



Questions?

